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THE DIRECTOR OF
CENTRAL INTELLIGENCE

National Intelligence Council

17 April 1986

NOTE FOR:

Recording Secretary, ICARP

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SUBJECT: Proposed Unit Citation for DIA's
Directorate of Estimates (DIA/DE)

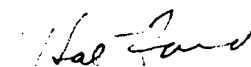
1. My NIC colleagues and I support General Perroots' proposal that DIA/DE be awarded a Unit Citation for its sustained fine performance over the past five years.

2. DIA/DE's contribution to the NIC has certainly grown impressively over this period. A growing number of DIA/DE officers now draft National Intelligence Estimates, not only for our explicitly military National Intelligence Officers, Strategic Programs and General Purpose Forces, but for several of our geographic area NIOs as well. Particularly in the case of NIO/SP, numerous DIA/DE officers chair or participate in the respective teams that prepare the most significant and complex of all NIEs produced, the 11-3/8 series on prospects for Soviet strategic power. Moreover, the fine contribution of DIA/DE is not to be judged just in quantitative terms: the quality of their drafting and participation is uniformly high, and it is

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characterized by a remarkably fine degree of cooperativeness.

3. In short, we applaud General Perroots' initiative, and are pleased to concur in his recommendation.



Harold P. Ford
Acting Chairman

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Mr. Ford:

Protocol Branch has received for comment the attached recommendation from DIA for a Meritorious Unit Citation of the DIA Directorate of Estimates.

Would you, or someone of your choosing, care to review the attached award recommendation and make comments, as appropriate.

Please note we have been asked to respond as soon as possible as DIA wishes to make presentation on 10 May.

Thanks,

Del

ROUTING AND TRANSMITTAL SLIP

Date 15 April 1986

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Executive Officer, NIC		
2.		
3. CONFIDENTIAL		
4.		
5. Return to Protocol Branch - 7E31 Hqs		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
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Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Attached is a recommendation for award of the National Intelligence Meritorious Unit Citation to the Directorate for Estimates, DIA, for the period June 1981 through April 1986. I would appreciate review by those in the NIC who might be familiar with this unit's performance during this time frame. In view of the desire of General Perroots to have this presented at the change of command ceremony on 10 May, I would appreciate your comments on a priority basis. I will in turn provide your comments to Bob Magee, Chairman of the Intelligence Community Awards Review Panel.

Thank you.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	7E31 Hqs
Recording Secretary, ICARP	

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* U.S.G.P.O.: 1983 - 421-529/320

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DEFENSE INTELLIGENCE AGENCY
WASHINGTON, D.C. 20301

14 APR 1986

C-0069/DE

MEMORANDUM FOR THE CHAIRMAN, INTELLIGENCE COMMUNITY AWARDS REVIEW PANEL

SUBJECT: Nomination for Intelligence Community Award

Reference: DCID 7/1-3, Procedures, Criteria, and Guidelines for Intelligence Community Awards

1. Since coming to the Defense Intelligence Agency, I have taken stock of the Agency's achievements. I note that the Directorate for Estimates has performed meritorious community service during the same time period that Mr. Casey has been the Director of Central Intelligence. As you know, this period has witnessed a major expansion of the intelligence community's production. This has been not just within the DCI's area of national estimates, but also in DIA's unique area of community defense and international estimates. The Directorate for Estimates has been the single element responsible for supporting this Agency's contributions to the DCI's programs and other similar intelligence community efforts. With Mr. Casey's program well established in scope and pace during the past 5 years, I am recommending that the DIA Directorate for Estimates be recognized for its contributions to our intelligence community efforts.

2. Under the provisions of paragraph 1., above reference, I recommend that the Intelligence Community Awards Review Panel consider the award of Meritorious Unit Citation to the Directorate for Estimates.

3. The Directorate for Estimates is planning to have a change of command ceremony on 10 May 1986. Assuming approval, it would be fitting if the award were available for presentation at that time.

Leonard E. Percote

LEONARD E. PERCOTE
Lieutenant General, USAF
Director

3 Enclosures

1. Recommendation, (U), 10 Cy
2. Award Narrative, (C), 10 Cy
3. Citation, (U), 10 Cy

PRIORITY

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RECOMMENDATION FOR INTELLIGENCE COMMUNITY AWARD

(Submit 10 copies with: description of performance or service warranting award; bio profile; and unclassified citation)

1. NAME OF PERSON RECOMMENDED (Last/First/Middle) Directorate for Estimates		2. SOCIAL SECURITY NO.	3. GRADE/RANK
4. YOB	5. PARENT ORGANIZATION Defense Intelligence Agency	6. TITLE/PLACE OF ASSIGNMENT DURING AWARD PERIOD Defense Intelligence Analysis Center	
7. RECOMMENDED AWARD National Intelligence Meritorious Unit Citation		8. INCLUSIVE DATES FOR WHICH RECOMMENDED June 1981 through April 1986	
9. IF RETIRING, DATE OF RETIREMENT		10. HOME ADDRESS Washington DC 20301-6111	11. TELEPHONE OFFICE(202) 373-4861 HOME:
12. HAS NOMINEE RECEIVED OR BEEN RECOMMENDED FOR ANOTHER AWARD FOR THIS SERVICE OR ACT? Yes: <input type="checkbox"/> If so, indicate award _____ No: <input checked="" type="checkbox"/>			
13. TITLE AND SIGNATURE OF INDIVIDUAL MAKING RECOMMENDATION <i>Edward N. Fletcher</i> EDWARD N. FLETCHER, Brigadier General, USA Assistant Deputy Director for Estimates		14. DATE 10 APRIL '86	
15. TITLE AND SIGNATURE OF HEAD OF INTELLIGENCE ORGANIZATION MAKING RECOMMENDATION <i>Robert F. Durkin</i> ROBERT F. DURKIN, Major General, USAF Deputy Director for Foreign Intelligence		16. DATE 10 April 86	
17. TITLE AND SIGNATURE OF HEAD OF NOMINEE'S PARENT ORGANIZATION (if other than recommender) <i>Leonard H. Perroots</i> LEONARD H. PERROOTS, Lt Gen, USAF Director, Defense Intelligence Agency		18. DATE APR 10 1986	
19. REPORT OF INTELLIGENCE COMMUNITY AWARDS REVIEW PANEL The Intelligence Community Awards Review Panel, having considered the foregoing recommendation on _____: <input type="checkbox"/> recommends approval <input type="checkbox"/> does not recommend approval <input type="checkbox"/> recommends award of _____ Chairman, ICARP			
20. REPORT OF NATIONAL FOREIGN INTELLIGENCE BOARD The National Foreign Intelligence Board, having considered the foregoing recommendation on _____: <input type="checkbox"/> recommends approval of _____ <input type="checkbox"/> does not recommend approval Executive Secretary, NFIB			
THE RECOMMENDATION IN SECTION 20 IS APPROVED: _____ DIRECTOR OF CENTRAL INTELLIGENCE _____ DATE			

FORM 4239
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NATIONAL INTELLIGENCE MERITORIOUS UNIT CITATION

NARRATIVE

1. (U) During the period June 1981 through April 1986, the Directorate for Estimates, Defense Intelligence Agency, performed in a clearly superior manner with significant benefit to the Intelligence Community. Over nearly a 5-year period, the collective achievements of the Directorate for Estimates substantially assisted the Director of Central Intelligence in his highly successful effort to restore National Estimates as the centerpiece of the Community's efforts. At the same time, the Directorate steadily pursued excellence and Community service, insuring that DIA production of national, defense, and international estimates was fully responsive to the diverse requirements of OSD, JCS, the U&S Commands, and the Military Services.

2. (C/NF) In the area of National Estimates, the Directorate for Estimates was energetically involved in all aspects of this vital DCI program in support of the highest political-military decisionmakers in the US government. Through over 300 National Intelligence Estimates, Special National Estimates, and Interagency Intelligence Memorandums, the Directorate insured that the full resources of DIA were brought to bear on the National Estimates Program. The Directorate's expanded participation in national estimates was in consonance with the collegial management style of the Director of Central Intelligence and the National Foreign Intelligence Board. The progressive commitment of high-calibre estimative resources led to increased DIA participation in major military and military-related national estimates. During the period, some 40 DIA drafters focused on developing anticipatory and predictive national estimates. These included national estimates on the warning of war in Korea, Soviet multi-theater fighting capabilities, Soviet strategic force developments, the insurgent situation in Nicaragua, Soviet-Peruvian relations, and similar subjects of high DoD and national interest.

3. (C) The Directorate was DIA's sole element responsible for supporting the DCI's entire National Estimates program. In functional areas, such as strategic global issues and terrorism, as well as in geographic areas, insightful DIA contributions gave the substantive national program a community character, in consonance with the overall objectives of the DCI and the Director, DIA. The Directorate's effectiveness was of the highest order in facilitating national estimates through the review and coordination stages, especially those produced on a very quick basis in response to urgent policy requirements.

4. (C) At the Military Intelligence Board deliberations (consisting of the Director, DIA, and all four Service intelligence chiefs), the Directorate's effective management of the estimative process, as well as of the substantive issues/problems under discussion, resulted in outstanding coordination of national estimates undergoing DoD review. Clear text changes--whether a reflection of a common Board concern or the development of a modification that successfully bridged all the DIA/Services concerns--materially eased acceptance and subsequent adoption at the National

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Foreign Intelligence Board. In doing so, the Directorate substantially raised the collective voice of the Military Intelligence Community and the common DoD viewpoints at the NFIB.

5. (U) In support of the DCI's national program, the Directorate has thoroughly staffed the Terms of Reference/Concept Paper to key DoD consumers, including the Unified and Specified Commanders. Upon approval of a national estimate, the Directorate has consistently insured the Secretary of Defense and Chairman, Joint Chiefs of Staff were aware of the estimative key judgments. This was accomplished in special reports or briefings to them and other high-level DoD personnel. The U&S Commanders were kept constantly aware of the major conclusions of the community-supported national estimates through a personal message the Director, DIA, sends monthly to the J-2's at all U&S Commands and other key DoD intelligence elements. Through such initiative efforts, the Directorate insured that Defense concerns and intelligence needs were reflected throughout the whole NFIB process, especially in the conceptual development and in dissemination of its substantive results.

6. (U) In sum, the Directorate's priority attention to the national estimates effort contributed to the strong revitalization of the drafting process, resulting in a highly visible improvement in the accuracy, durability, and responsiveness of national estimates for top-level government officials. The Directorate has been instrumental in developing a firm underpinning for a new generation of broadly-ranging strategic estimates attuned to the entire range of critical issues facing policymakers, such as those dealing with instability in the Third World. The Directorate's noteworthy accomplishments in National Estimates are even more significant when viewed against a similar, outstanding growth in the strength of the Defense and International Estimates Programs over the same period.

7. (U) The Defense Estimates Program has been structured to complement the National Estimates Program and to provide intelligence estimates on military subjects of particular interest to the Department of Defense. A top priority for the Directorate for Estimates was to increase significantly the quantity, quality, and scope of coverage in the Defense Intelligence Estimates Program in support of the DoD Intelligence Community. This extensive effort provided direct estimative support to the Secretary of Defense, OSD, the CJCS, the JCS, the Services, and the U&S Commands. During the period, the Directorate produced some 600 defense estimates covering the implications of defense and security issues on a global basis. Production in 1985, for example, was twice that in 1981. At the same time several changes were made that streamlined the products, provided shorter and more succinct key judgments, and incorporated a more effective use of photographs and computer-assisted graphics to add greater effectiveness to the products. These efforts have been so successful that senior OSD and JCS military and civilian officials routinely ask specifically for Defense Estimates on specific countries or issues.

8. (C) As the leader of the DoD Intelligence Community, DIA has important responsibilities to the Service intelligence organizations. Keenly aware of this mission, the Directorate increased the production of defense estimates

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coordinated with the Services by some 150 percent to a total of over 40 in 1985. This resulted in greater cooperation among the Services and DIA not only in this area, but also in the National Estimates Program. The detailed planning of the entire Defense Estimates Program insures that it anticipates the full requirements of all DoD consumers. Specific examples of defense estimates of Community interest and concern included a wide variety of estimates on Soviet and Chinese military modernization trends, the prospects for insurgency in the Philippines, Soviet developments at Cam Ranh Bay in Vietnam, implications of the Iran-Iraq war for US defense interests, and similar worldwide political-military issues.

9. (C) Also in its DoD intelligence community role, the Directorate was singularly responsible for providing intelligence support for the DoD system acquisition process. The Directorate insured that the flow of threat information to over 50 major programs under the cognizance of the Defense System Acquisition Review Council (DSARC) was consistent with nationally agreed positions. The Directorate's administrative actions to increase the timeliness of threat validation documentation and to streamline the reporting procedures materially assisted OSD, JCS, and the Military Services and weapons system planners in the development of US weapons to counter growing Soviet military power. For example, the Directorate's initiative and leadership was reflected in the lead it took in incorporating the latest developments from a dynamic Soviet armor program into decisions related to the US M1 tank. Also typical of the type of support provided by the Directorate was the rapid DIA response to review and validate the threat to the Army's Forward Area Defense System (part of a study initiated after the DIVAD cancellation). Working on a very tight schedule, this threat validation was accomplished in time for the Army to brief the Secretary of Defense on its program.

10. (C) The Directorate was quick to take any action needed to advance DIA's support to the DSARC process. An example of a quality intelligence response involved the Soviet heliborne jamming threat. In response to the Commander in Chief Tactical Air Command (TAC), and the Assistant Secretary of Defense (Command, Control, Communications and Intelligence), the Directorate organized a task force to obtain a Community position on this rapidly evolving threat, which had major impact on US communication systems. The TAC Commander characterized this particular effort as a "textbook example of how intelligence support can be truly timely and effective."

11. (C) The Directorate's management skills in support of the Intelligence Community were especially evident in the production of the Defense Intelligence Projections for Planning (DIPPs), estimates that are coordinated with all the Military Services and NSA and reviewed by CIA. These Defense projections, covering all Soviet/Warsaw Pact and Chinese strategic, general purpose, and space forces, provide the basis for defense planning. During this period, DIPP production increased by 135 percent. DIPP estimates that had not been published for several years were produced, and the overall set of comprehensive production on foreign military capabilities was made current. In response to OSD requirements, DIPP coverage has been expanded to include all NATO countries except the US, and for the first time an encyclopedic DIPP on Soviet Electronic Warfare was produced. The detail

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of DIPP's was increased to include unit-based breakouts of projected forces in addition to the existing aggregated force levels. The timeframe of projections was extended to 20 years into the future in response to OSD and Service needs. In executing these major improvements, the Directorate also initiated efforts to streamline these voluminous publications to improve their timeliness and usefulness. The DIPP's, as a baseline source, were extremely useful in the production of NIEs, especially those relating to future Soviet force capabilities.

12. (C) Related to the production of Soviet, Warsaw Pact, and Chinese force developments was the Directorate's outstanding development of an automated Force Trends (FORT) data base, which contains information on over 20 years of history and 20 years of projections. Recognizing the potential of such a data base and building on a solid base developed by CIA on Soviet ground forces, the Directorate provided leadership and direction for a Community-wide program. Working with CIA, OSD elements, and the Services, portions of existing files were modified as necessary and new files were developed. Software was written and hardware procured or adapted. Despite limited resources, major milestones in FORT development were attained on schedule and within costs. The Soviet/Warsaw Pact naval portion of FORT became operational on the SAFE computer system in 1985, and the air portion is rapidly approaching initial operational capability. A contract is underway to convert the ground forces portion of the file, which is currently operational on an HP 3000 computer, to SAFE. This will permit multiforce analyses. Using the DoD Intelligence Information System (DoDIIS), the FORT data base will be widely available throughout the defense community and to the U&S Commands.

13. (C) The Directorate was very active in the external aspects of the FORT program to enhance Defense Estimates. Working with OSD, contractual support was obtained to complement DIA's in-house efforts in expanding FORT projections to additional countries. As a leader in stressing the need for advanced analytical techniques, the Directorate reached an agreement with the Defense Advanced Research Projects Agency (DARPA) to undertake jointly an artificial intelligence (AI) application for use in ground forces analyses on FORT. The problem chosen is "trickle down"--the displacement of older equipment throughout the Soviet ground forces as new equipment is introduced to elite units. Trickle down provides a classic AI problem. The cooperative pooling of resources and expertise between DIA and DARPA on this problem provides benefits to both organizations. The application will not only increase the quality of intelligence projections, but also result in a significant savings of manpower as well as in vastly improved support to the Intelligence Community.

14. (C) In the particular area of Defense Estimates in support of the JCS and the Services, the Directorate focused on the timely production of the Joint Intelligence Estimates for Planning (JIEP), the intelligence basis for the Joint Strategic Planning System (JSPS). While adding material on terrorism, the estimate became more usable through a reduction in document size by over 20 percent and a lowering of the classification level to Secret. The JIEP Supplement, which provides 10-year force level projections on some 100 countries not covered in any other document, was materially improved

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and published in a timely manner. These documents are basic reference sources widely used by planners throughout the national security community.

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23. (U) In sum, during the period June 1981 through April 1986, DIA's Directorate for Estimates performed in a truly outstanding manner. The National, Departmental, and International Programs were skillfully molded into one cohesive, cross-supporting, and comprehensive enterprise, culminating in a substantial rise in the estimative voice of the US Intelligence Community within CONUS and abroad and at all echelons of intelligence activity. The persistent, quality effort of the Directorate's 105 senior military and civilian professionals as well as intelligence support personnel in the steady pursuit of community excellence resulted in an unusually high level of collegial analysis in National Estimates.

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CITATION

During the period June 1981 through April 1986, the Directorate for Estimates, Defense Intelligence Agency, performed in a clearly superior manner with significant benefit to the Intelligence Community. The collective achievements of the Directorate for Estimates substantially assisted the Director of Central Intelligence in the highly successful effort to restore national estimates as the centerpiece of the Community's efforts. The Directorate insured that high-calibre personnel were assigned as DIA Representatives to all national estimates and dedicated outstanding personnel for the important responsibilities of drafting military and military-related national estimates. Simultaneously with the DCI's major emphasis on the increased production of timely and comprehensive national estimates, the Directorate accomplished similar outstanding growth in the strength of its Defense and International Estimates programs which, in large measure, were Community-service products. The singular achievements of DIA's Directorate for Estimates and its major efforts are unparalleled in the history of the Defense Intelligence Agency and reflect great credit on the Directorate for Estimates and its personnel and the US Intelligence Community.